

## LEADERSHIP COMPETENCY INTERVIEW INFORMATION

**PURPOSE** - The purpose of the Corps' leadership competency interview is to add a consideration of leadership to the selection process. Leadership competencies are patterns of thought and behavior that correlate to success in leadership positions in the Corps of Engineers.

**LEADERSHIP COMPETENCIES** - The following competencies are measured by the Gallup leadership competency interview. Leadership competencies can be measured, and most leaders have some measurement of each of the competencies. The people who stand out as leaders have high measures of several of the competencies. Few people have high measures of all the competencies.

When a person has a high level of several competencies, he or she tends to use these leadership strengths often because the person's experience with these patterns of thought and behavior is successful. The Gallup interview is structured in a way the permits a person to describe his or her patterns of thought and behavior. When these descriptions show a repetitive use of one or more of the competencies, it is generally indicative and predictive of leadership talent - whether or not that person has attained leadership position or rank in an organization.

Competencies are grouped in for categories, Direction, Drive to Execute, Relationship and Management.

### DIRECTION COMPETENCIES

**Vision** - The capacity to create and project beneficial and stimulating images that can inspire direction.

**Focus** - The ability to set a direction, maintain that direction, and make corrections when necessary. Goal oriented

**Strategic Thinking** - The ability to do "what if" thinking in imagining and creating paths to future goals.

**Concept** - The need to explain the events in one's life parsimoniously, to have the best explanation for the most events.

### DRIVE TO EXECUTE COMPETENCIES

**Ego Drive** - The striving to define oneself as a significant person.

**Competition** - The desire to win.

**Achiever** - The internal drive to be up and doing, to be working, to be getting

things done, energetic.

Activator - The drive to make things happen, to be proactive.

#### RELATIONSHIP COMPETENCIES

Developer - The drive to help others grow and the capacity for taking satisfaction from each increment of growth of the people with whom they work.

Team - The capacity to get people to help each other use their strengths to achieve their goals.

Stimulator - The drive to create good feelings in other people.

Multi-Relator - The tendency for extending relationships to a wide circle to a wide circle of acquaintances.

Responsibility/Ethics - The capacity to take psychological ownership for one's own behavior.

#### MANAGEMENT COMPETENCIES

Arranger - The ability to coordinate people and their activities so that work gets done efficiently.

Performance Orientation - The attitude of being results oriented. The need to measure achievement.

Discipline - The need to structure time and environment.

Note: More detailed competency descriptions are attached.

INTERVIEW METHOD - The interview is conducted by telephone by a Gallup Executive Interviewer. Interviews are scheduled in advance. To be interviewed, a person should find uninterrupted privacy for approximately 1 ½ hours. The questions are structured and are asked exactly as written with no probing. Interviewees who perform best are those who say things like they are, tell things like they see them. This technique yields a consistent and relatively stress-free interview. All interviews are tape-recorded with the permission of the participants for transcription and analysis. A Gallup senior analyst then codes the interviews and writes a developmental profile for the candidate.

SELECTING OFFICIAL INTERVIEWS - Gallup conducts an interview with the selecting official to determine the unique leadership needs of the position.

EDUCATION AND TRAINING - It is critical that individuals selected for panels understand the concepts and methods used in the Gallup interview process and understand the competencies being measured. All panel members should be provided with an orientation on the leadership competency interview. Several members of the USACE senior staff, who frequently serve as panel members, are capable of providing

this orientation, in the event that no panel member can provide this service the Directorate of Human Resources will arrange an orientation. The attached information on Gallup concepts and related information should be shared with all panel members prior to panel meetings.

**SUPERVISOR INTERVIEWS** - Gallup conducts an interview with the supervisor to determine the unique leadership needs of the position.

**ONE IMPORTANT ASPECT** - Use of the leadership competency interview is not intended to be a substitute for the important evaluation of the experience, education and training of candidates for our senior positions. Accordingly, the information from Gallup must be used in connection with other information gathered on candidates. Information from the leadership competency interview may not be used as the sole factor in a selection decision.

**FEEDBACK TO PANELS** - Gallup will not provide written feedback to the selecting officials or panel members. Written feedback is provided to applicants only. All information provided to the selecting official and panel members is provided verbally. Gallup information will be available for presentation approximately one week after all candidates are interviewed.

**TOTAL LEADERSHIP COMPETENCY SCORE IS THE MOST PREDICTIVE** - Based on the results of the leadership competency interview (the total score) candidates will be assigned to one of the following three categories in the leadership interview index:

- Candidates have leadership talent comparable to leadership talents identified in a study of the Corps' best leaders. They should be able to exercise their leadership power and successfully move the organization into the future.
- Candidates have some of the leadership talents identified in the study of the best Corps leaders. They have some potential to drive the organization into the future. However, they are not as powerful as the study group. As a consequence, their impact is likely to be contingent upon how well they fit their particular leadership situation and the support they receive.
- Candidates are already doing what they do best. A move to the next level may not set them up to replicate the successes they are having in their current position. The profile is not a good match based upon the study group.

**METHOD OF FEEDBACK** - Leadership competency interview information can be provided by a Gallup representative either on site or by phone. This is usually determined by the number of Gallup interviews conducted and the needs of the panel or selecting official. Face to face on site feedback works better.

**FREQUENCY OF INTERVIEWS** - If a candidate has been interviewed in the last 3

years that interview will be used. If the last interview is more than 3 years old the candidate will have the option to retake. Gallup research shows, and our pilot test confirmed, that results rarely change over time. A new privacy act statement is required from candidates each time Gallup is asked to release interview information on candidates.

EXCEPTION TO LEADERSHIP COMPETENCY INTERVIEW POLICY - Justification for not using the interview will be reviewed by the Director of Human Resources on a case by case basis. Also, if anyone wants to use the interview outside of the SES, GS15, GS14, group; permission from the Director of Human Resources is also required. \

CONTRACTING - HQ USACE is currently working on a Indefinite Delivery, Indefinite Quantity contract.

FEEDBACK TO CANDIDATES - Gallup will provide reports to applicants within 60 days of the time of interview.

TEMPORARY PROMOTIONS - Use of the leadership competency interview is not required for positions with time limitations of less than 1 year.

COST OF INTERVIEWS -